

Traffic and Parking Management Plan

Northstar California Resort

July 2013

PLAN GOALS

The following plan is implemented by Northstar California Resort (Northstar) during winter operations to achieve the following goals:

- Ensure that public safety and emergency access conditions are optimal.
- Minimize the impact of ski area traffic and parking activity on residents of the Northstar area and the Tahoe-Truckee region.
- Provide adequate parking for guests and employees.
- Provide a straightforward and convenient ingress and egress experience to resort guests and begin a positive guest experience.
- Respond to changes in access and parking associated with approved development in the area.
- Provide flexibility in traffic management and parking operations to respond to expected visit levels and minimize the impact of parking and roadway improvements on the Northstar environment.

The Northstar Access Management Team (AMT) periodically meets to coordinate operations and discuss changes in access patterns and parking/roadway facilities within Northstar and the Tahoe-Truckee region. The Traffic and Parking Management Plan is a working document that is updated yearly (e.g., signage updates, lot staffing, lot operations, shuttles, employee carpool incentives) to reflect current successful management strategies.

OVERVIEW

Northstar operates for +/-150 days during an average winter season. Specific operational strategies are employed as part of a comprehensive Traffic and Parking Management Plan throughout the season. The nature of ski area operations is that guest and employee levels vary significantly over the course of the season and that effective transportation management strategies can be adjusted depending on these levels. Management strategies are based on the following levels:

- Blue Level Days (low) – Generally 0 to 3,000 Total Expected Skier Visits

- Green Level Days (medium) – Generally 3,001 to 4,500 Total Expected Skier Visits
- Yellow Level Days (medium high) – Generally 4,501 to 7,000 Total Expected Skier Visits
- Red Level Days (high) – Generally 7,001+ Total Expected Skier Visits
 - Note that Red Level practices are implemented on days designated for Yellow Level if two or more of the following regional ski areas close prior to 11 AM: Squaw Valley USA, Alpine Meadows Ski Area, Sugar Bowl Ski Resort, or Heavenly Mountain Resort.

Generally speaking, Northstar operates at Blue/Green Level Days. It is recognized, however, that weather and external events can affect attendance levels in unpredictable ways.

This plan focuses on the following parking areas and access points (see Exhibit 1- Northstar Parking Areas):

- Auto Drop-Off Zone: Adjacent to the west end of the Village – This area is designated for guests to independently drop and pick up passengers in their own vehicles. Vehicles in this area must not be left unattended. The Auto Drop-Off Zone has two short term parking spaces available for guests checking into Tahoe Mountain Resorts Lodging.
- Transit Center: Northwest of the Village adjacent to Copper Lane – Northstar Dial-a-Ride shuttles, parking shuttles, and regional public transit shuttles utilize this area for passenger pickup, drop off, and transfers. The Transit Center features eight designated passenger load/unload zones, marked by posts numbered one through eight. Each designated stop has a specific destination.
- Village View Lots: Lot A through Lot K, with access provided from 1) Northstar Drive opposite the Transit Center access point; and 2) Big Springs Drive.
- Castle Peak Park and Ride Lots: Access provided by the northern leg of the Northstar Drive Roundabout.
- Village Lower Pay Lots: North of the Village.
- Other Parking Lots: Parking is also available at the CSA Building and the Northstar Golf Course. There is also parking associated with the Sawmill Heights employee housing, the Village at Northstar, and Highlands improvements that Northstar does not own or control.

The following discussion presents overall management strategies that are in place throughout the entire ski season, followed by those strategies that are part of the specific plan levels.

OVERALL MANAGEMENT STRATEGIES

Bus Fleet Composition

Northstar has an extensive fleet of approximately 40 buses that are used to successfully operate the transit services. These buses consist of the following categories:

- Parking shuttles: 18 transit buses with average capacity of 37 – 55 passengers.
- Small shuttles: 16 cutaways or similar with average capacity of 25 – 45 passengers.
- Other shuttles: 5 buses with average capacity of 42 passengers.

Northstar manages its bus fleet based on guidance provided by the California Air Resources Board (CARB) and its Emission Reduction Program Schedule of Compliance. The fleet is tested annually for exhaust smoke opacity levels as required by CARB. The buses in the fleet are retired, replaced or retrofitted with Diesel Particulate Filters (DPF) to meet the CARB schedule of compliance for Heavy Duty and Medium Duty vehicles.

Peak Day Parking Management

Northstar is a destination resort that provides a high-quality recreational experience for both the day skier and the “destination” oriented guest. Northstar strives to accommodate the approved bed-base and extend the vacation experience into the non-peak weekdays and reduce traffic on peak weekends and holidays. When peak days are experienced and onsite parking spaces reach capacity, Northstar notifies guests through the following means that parking is unavailable:

- Information is provided via the low-wattage AM radio, the website, and Changeable Message Signs (CMS) installed within the Caltrans or the Town of Truckee Right-Of-Way (ROW) notifying customers that Northstar parking is full and to avoid SR 267.

Measures Implemented to Assist Entering Traffic Routes

- Information is provided via the low-wattage AM radio, the website, and CMS to inform incoming drivers that drop-off activity can be accommodated at the Auto Drop-Off Zone and to direct traffic to the Village View Lots or the Castle Peak Park and Ride Lots. These messages focus on communicating the convenience of the transit shuttle service.
- On peak days, Northstar provides manual traffic control at the Northstar Drive/Big Springs Road intersection.

- Northstar coordinates with Caltrans on traffic light timing on the SR 267 corridor.
- Northstar provides an onsite Dial-a-Ride service for +/-2,000 homes and condominiums to reduce traffic on the Northstar roadway infrastructure and promote efficient ingress/egress for guests.

Auto Drop-Off Zone

- Modifications have been completed to improve traffic flow within the Auto Drop-Off Zone and along Northstar Drive from Big Springs Drive to the Auto Drop-Off Zone. This also aids in emergency access.
- A fire lane access point is designated along the curb using signs and painted curb.
- Traffic management training is provided for all Auto Drop-Off Zone staff.
- The Auto Drop-Off Zone is managed with orange cones or directional signage on posts to make one travel lane and two drop-off lanes. Parking control staff actively move cones/signs to aid drivers attempting to enter/exit the Auto Drop-Off Zone.
- All staff have a distinguishable uniform and high visibility safety vests when directing guests.
- “No Unattended Vehicles” signs are posted in the Auto Drop-Off Zone. Parking control staff actively monitors this area to keep drivers with their vehicles in case they need to be moved in order to provide emergency vehicle access.

Village View Lots

- The Village View Lots are parked first and then the Castle Peak Park and Ride Lots are parked if needed.
- Traffic is directed to enter from Lot K, off of Big Springs Drive and west of Martis Landing. Directional signage is placed on Big Springs Drive between Northstar Drive and the entrance to Lot K indicating “Guest Parking” with directional arrow.
- Parking shuttles are available from 8:00 AM until 10:00 PM daily during the ski season in the Village View Lots.
- Employee parking is in Village View Lots E – K during the winter season.
- Lots are staffed as needed to efficiently manage inbound and outbound parking activity.

- A CMS is installed on Northstar Drive (approx. 200 feet north of Big Springs Road) to direct arriving guests of the free parking in the Village View Lots or Village Lower Pay Lots north of the Village.

Castle Peak Park and Ride Lots

- Parking shuttles are available when this lot opens for guests and employees. Parking staff is provided to greet and direct guests in this lot. Staffing levels are adjusted based on business volumes.
- Parking shuttles operate from these lots to the Northstar Transit Center.
- Offsite tour buses that are organized through Northstar Group Sales are parked in Lot 18 on green, yellow, and red days and park in the Valet Lot (below the Transit Center) on all blue days (3,000 skier visits or less expected)
- A CMS is installed on Northstar Drive (approx. 200 feet east of the Northstar Drive Roundabout) to direct arriving guests to the Village View Lots and Castle Peak Park and Ride Lots.

Village Lower Pay Lots

- Staffing starts between 6:30 and 7:00 AM daily.
- A paid parking attendant is stationed at the entrance of the paid lot to collect money and direct guests to a parking space.
- Valet Parking is located between the Transit Center and Village Lower Pay Lots. Valet Parking is open on weekends and holidays beginning mid-December.
- Short term, two-hour parking is provided in the Village Two-Hour Lot on the left of Currant Drive. The Village Two-Hour Lot provides parking for guests coming to dine and shop in the Village and Ski School drop-off, with two-hour parking limits monitored by Northstar staff.

SKIER VISIT LEVEL MANAGEMENT STRATEGIES

Blue Level Days

- Employee parking is located in Village View Lots E – K during the winter season to keep the parking spaces closer to the Village open for guests.
- Only the Village View Lots and the Village Lower Pay Lots are parked. These lots are serviced with three parking shuttles, operating between 8:00 AM and 7:00 PM.
- The following transit services are in operation:

The Northstar neighborhoods are served by four buses running from 8:00 AM until 5:00 PM, along with two afternoon/evening bus from 2:30 PM until 10:00 PM.

- Northstar operates a separate North Shore shuttle until Placer County begins winter TART service in mid-December. This normally operates every morning and evening from November 22nd through mid-December and from April 1st through April 20th. It is on stand-by during the evening hours on all weekends and holidays during the season.
- The Auto Drop-Off Zone is managed by one to two staff members from 7:30 AM until 4:00 PM.

Green Level Days

- Employee parking is located in Village View Lots E – K during the winter season to keep the parking spaces closer to the Village open for guests.
- Guest parking is provided at Village View Lots, Castle Peak Park and Ride Lots, and the Village Lower Pay Lots. Six buses serve these lots. The parking order for Village View Lots is Lot A through Lot K. Once the Village View Lots have reached capacity, the CMS is changed to direct guests into the Castle Peak Park and Ride Lots, starting at Lot 1.
- The following transit services are in operation:
 - The Northstar neighborhoods are served by five buses running from 8:00 AM until 5:00 PM, and three afternoon/evening buses running from 2:30 PM until 10:00 PM. This level typically occurs in the middle of the week when there are fewer homeowners or renters in the area.
 - Northstar operates a separate North Shore shuttle until Placer County begins winter TART service in mid-December. This normally operates every morning and evening from November 22nd through mid-December and from April 1st through April 20th. It is on stand-by during the evening hours on all weekends and holidays during the season.
 - The Auto Drop-Off Zone is managed by two to three staff members from 7:30 AM until 4:00 PM.

Yellow Level Days

- Employee parking is located in Village View Lots E – K during the winter season to keep the parking spaces closer to the Village open for guests.

- Guest parking is provided at Village View Lots, Castle Peak Park and Ride Lots, and the Village Lower Pay Lots. Between 9 and 12 buses serve these lots. The parking order for Village View Lots is Lot A through Lot K. Once the Village View Lots have reached capacity, the CMS is changed to direct guests into the Castle Peak Park and Ride Lots, starting at Lot 1.
- The following transit services are in operation:
 - The Northstar neighborhoods are served by eight to 12 buses operated from 8:00 AM until 5:00 PM and four afternoon/evening buses run from 2:30 PM until 10:00 PM.
 - Northstar operates a separate North Shore shuttle until Placer County begins winter TART service in mid-December. This normally operates every morning and evening from November 22nd through mid-December and from April 1st through April 20th. It is on stand-by during the evening hours on all weekends and holidays during the season.
- The Transit Center is set up with posts and chains to help keep guests on the sidewalk.
- The Auto Drop-Off Zone is managed daily by two to three staff members from 7:30 AM until 4:00 PM.
- Two to three staff members serve as information hosts and manage the bus stops.
- Staff monitors the Northstar Drive Roundabout, the Northstar Drive/Big Springs Drive intersection, and the Currant Drive intersection.

Red Level Days

- Employee parking is located in Village View Lots E – K during the winter season to keep the parking spaces closer to the Village open for guests.
- Guest parking is provided at Village View Lots, Castle Peak Park and Ride Lots, Village Lower Pay Lots, and the Golf Course Lot. The parking order for Village View Lots is Lot A through Lot K. The parking order for Castle Peak Park and Ride Lots is Lot 1 through 18. When the Castle Peak Park and Ride Lots have reached capacity, vehicles are parked at the Golf Course Lot, which is served by transit.
- The following transit services are in operation:
 - The Northstar neighborhoods are served by 12-14 buses operated from 8:00 AM until 5:00 PM and five afternoon/evening buses operated from 2:30 PM until 10:00 PM.

- Northstar operates a separate North Shore shuttle until Placer County begins winter TART service in mid-December. This normally operates every morning and evening from November 22nd through mid-December and from April 1st through April 20th. It is on stand-by during the evening hours on all weekends and holidays during the season.
- The Transit Center is set up with posts and chains to help keep guests on the side walk and will be removed during storm cycles for snow removal.
- The Auto Drop-Off Zone is managed by three to four staff members from 7:30 AM until 5:00 PM.
- Three to four staff members serve as information hosts to manage the bus stops.
- Staff monitors the Northstar Drive roundabout, the Northstar Drive/Big Springs Drive intersection, and the Currant Drive intersection.

FUTURE CONSIDERATIONS AND MANAGEMENT STRATEGIES

In an effort to adapt to changing traffic and parking conditions and maintain a robust and effective Traffic and Parking Management Plan, Northstar implements the following strategies:

Strategies Within Northstar

- Continue to implement the California Air Resources Board (CARB) Emission Reduction Program schedule of compliance. This will result in removing less efficient diesel powered vehicles from the fleet and provide a cleaner, more efficient mass transit system for Northstar guests to enjoy.
- Support Placer County's proposed Northstar Drive Roundabout improvements, including widening, striping and signage improvements which are expected to improve roundabout efficiency and safety.
- Continue to evaluate the need for additional employee Park and Ride Lots to reduce Vehicle Miles Traveled and Level of Service impacts on local roadways.
- Based on the Northstar Highlands Conditional Use Permit (PSUB20040898), a detailed parking plan was to be developed to determine the need for additional onsite employee parking as a result of Highlands improvements. Northstar would like to see the Highlands applicants prepare this plan and construct employee parking as necessary per the Highlands improvements parking requirements. It should be noted that the Northstar Highlands Environmental Impact Report (EIR) includes a programmatic-level expanded employee parking lot adjacent to Northstar's existing administration building. Potential capacity for the employee lot is estimated to be approximately 300 spaces.

Strategies Connected to Northstar

- Continue to contribute \$25,000 in annual funding to TART for Enhanced Winter Service on the SR 267 corridor. This has resulted in a \$250,000 contribution over the last 10 years.
- Continue to provide leadership in developing and implementing regional transportation solutions by participating on local transportation and modality-centric groups including the: Truckee/North Tahoe Transportation Management Association, NLTRA Transportation/Infrastructure Committee, Truckee Tomorrow Transportation Committee, and the North Tahoe Transit Vision Committee.
- Maintain a positive working relationship with Caltrans to ensure that traffic light timing is optimized for Northstar guest ingress/egress during the peak winter period.
- Coordinate with Caltrans to utilize the existing changeable message signs on specific days located SR 267 and I-80 to inform Northstar guests on traffic and parking conditions.
- Consider expanding transportation services to local hotels during peak periods to reduce Vehicle Miles Traveled and Level of Service impacts.
- Continue to investigate developing regional shuttle service opportunities that will create a strong, seamless transportation link between the Reno/Tahoe International Airport and North and South Lake Tahoe.
- Investigate developing a marketing relationship with ZimRide or other ride sharing service that matches passengers with drivers visiting Lake Tahoe/Truckee, thereby reducing Vehicle Miles Traveled on the I-80 corridor.